

THE
PUGET SOUND

BLUEPRINT

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GOOD FIT

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A Good Fit for Business

The *Puget Sound Blueprint: A Good Fit for Business* helps Puget Sound employers create strategies to meet workforce needs by hiring and successfully retaining those who are moving from welfare-to-work. Using employer-based models and community resources, this guide is an introduction to an untapped Puget Sound workforce. Modeled after The Welfare-to-Work Partnership's National *Blueprint for Business*, this guide is written for business executives, human resource directors, community—based organizations, labor representatives, and government agencies.



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Washington Works

The Welfare-to-Work Partnership

“If welfare reform is going to work, it will have to have the leadership of the private sector in turning welfare checks into paychecks.”

—President Clinton

WorkFirst is the new program that replaces Washington state’s welfare system. It is a combination of historic federal welfare reform and state legislation: the Personal Responsibility and Work Opportunity Act signed by President Clinton on August 22, 1996 and the Washington State *WorkFirst* law Governor Gary Locke enacted on April 17, 1997.

WorkFirst makes immediate employment the primary strategy for helping welfare recipients. It aims to help people remain independent by staying employed and advancing up the job ladder. At the same time, *WorkFirst* protects children and others who cannot work by maintaining a safety net for the most vulnerable.

The Welfare-to-Work (WtW) program, closely coordinated with Washington *WorkFirst*, provides grant funds to states and local communities, including private entities, to create additional jobs for the hardest-to-employ welfare recipients. The goal of WtW is to help transition long-term recipients from welfare to sustained, unsubsidized employment and economic self-sufficiency.



Photo by: Tony Gail

June 1998

Dear Friends:

I am pleased to recommend to you the *Puget Sound Blueprint: A Good Fit for Business*. The Blueprint describes the resources available to help Puget Sound employers meet their workforce needs by hiring people who are ready to move from welfare-to-work.

Last year our state launched *WorkFirst*, the new assistance program that provides real incentives for welfare recipients to go to work and make the transition to financial self-sufficiency. Since then, welfare roles have declined even faster than expected and employers like you have helped thousands of adults replace welfare with wages. Working together we can build on the early success of *WorkFirst* and help meet the needs of today's tight labor market. The Blueprint explains, in practical terms, how this can be done. It describes successful models, identifies key contacts, and explains the incentives and assistance available to employers who hire and retain former welfare recipients.

I encourage you to read the *Puget Sound Blueprint*. More importantly, I encourage you to join us in the hard but worthwhile task of moving people off welfare and into jobs.

Sincerely,

A handwritten signature in dark ink, appearing to read "Gary Locke".

Gary Locke
Governor



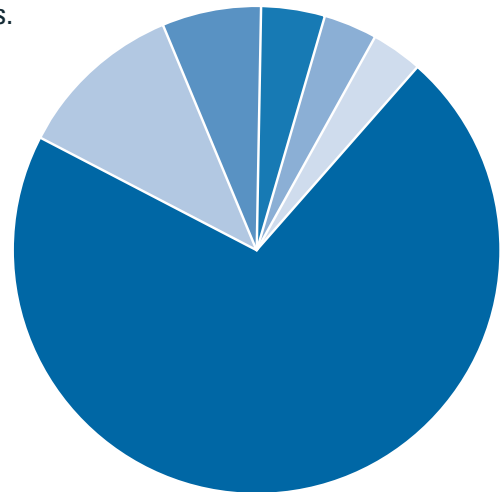
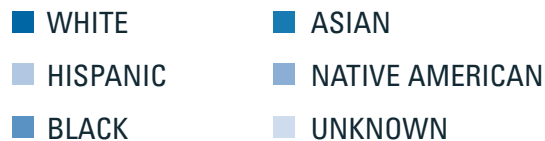
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Help Wanted!

A major concern facing business in the Puget Sound region is the [shortage of workers](#). From 1960 to 1990, our working-age population grew by more than 25 percent each decade providing employers with a ready supply of skilled workers. But the population growth is slowing. Even with continued immigration, growth in Washington's working-age population is expected to drop to only 14 percent during the next decade.

Washington's Welfare Population

With the slowdown in labor growth, Washington businesses are going to need every available worker in the state. Each year until 2010, Washington State is expected to have 105,000 job openings. More than half of these jobs will require no more than a high-school education. [Where will these workers come from?](#) Many could come from the welfare roles.



Many welfare recipients are ready to work now. According to studies, over two-thirds of the people on welfare had recent job experience. Many employers are already benefiting from this pool of workers. With job readiness training, placement opportunities, and retention services, people formerly receiving assistance have become independent and productive employees.

In conversations with businesses about the motivation to participate in welfare-to-work efforts, the following factors emerged:

- Businesses are always looking for a source for new hires, and welfare recipients can become a valuable resource.
- Implementing a business program to help people move from welfare-to-work provides a sense of pride and service among employees.
- Hiring former welfare recipients can give a company access to new markets that might not have been previously accessible.
- Welfare is today's critical issue. The realities of welfare reform necessitate private business' involvement.

F A C T

In Washington, 15% of all children live in families with incomes below the federal poverty level.



Photo by: Mike Hipple

The state and federal governments provide financial incentives that reward business for hiring disadvantaged workers and residents of low-income or distressed communities. Below are three of the major opportunities available to Puget Sound employers.

Work Opportunity Tax Credit

This is a federal business income tax credit on wages paid to specified job seekers including short-term welfare participants and other targeted groups. An employer may qualify for a tax credit of up to \$2,400 for each certified eligible worker hired. Pre-certification forms are available through *WorkFirst* offices.

Accessing the tax credit has been streamlined for employers' convenience. IRS Forms 8850 and ETA 9061 can be downloaded from: <http://www.doleta.gov/employer/wotcfy98.htm> or call the Washington WOTC coordinator at 1.800.669.9271.

Welfare-to-Work Tax Credit

The new Welfare-to-Work tax credit can be claimed on wages and certain benefits paid to qualified welfare recipients. The maximum credit available to an employer is \$3,500 after the first year and \$5,000 after the second year.

For forms and more information call the Washington WOTC coordinator at 1.800.669.9271 or visit <http://www.dolet.gov/employer/wtwwweb.htm>.

Note: Both tax credits require that the employer apply for certification within 21 days of the date of hire.

FACT

In Washington, about one out of eight working poor families with children have one full-time worker.

On-the-Job Training

On-the-Job Training (OJT) is a strategy that Washington State uses to offset the cost of training new workers. Employers may be reimbursed for up to 50 percent of wages during a formal OJT approved by Washington State Employment Security. See Section IV. *Creating Welfare to Work Hiring Models* for employer examples.

Call toll-free 1.888.784.WORK (9675) for OJT information

See Section – VII. *Reducing Employee Turnover* for additional financial incentives

There are various ways to access [welfare recipients as potential employees](#), and many methods to integrate those employees into the workforce. Public dollars may directly or indirectly offset a portion of training and hiring costs. Sections IV and V will describe in more detail the public and private service providers that are part of these model programs. There are three general hiring models businesses follow:

Build an In-House Program

Many businesses choose to [build an in-house program in partnership with community colleges, service providers, or government agencies](#). The customized models deal with everything including recruiting, screening, training, job placement and retention.

BF Goodrich

BF Goodrich, located in Everett, is a repair, maintenance and overhaul company for commercial jet aircraft. BF Goodrich became involved in welfare-to-work programs because it recognized an opportunity to meet staffing demands through an internal “grow our own” approach. They have a five week On-the-Job Training (OJT) program combined with classroom technical and team skills training with practical experience gained on the shop floor. The participating partners for the program include: Washington State Employment Security (ESD) who provides placement services, funds a portion of the training, and certifies for tax credit eligibility; Department of Social and Health Services (DSHS) who assists participants with transition benefits, and supplies site-based case workers; and Edmonds Community College who developed the “soft skills” curriculum.

Candidates start at a minimum of \$7.00 an hour as service technicians who are responsible for assisting licensed aircraft mechanics and performing functions that do not affect airworthiness. To date, BF Goodrich has hired 99 people off of welfare and 78 are still on the job. BF Goodrich does not disclose the participants former welfare status to supervisors or mentors.

Contact: Tami Longmire [425.423.3260](tel:425.423.3260)

Studio 904

Studio 904 is a hair salon with two locations and 20 employees. Studio President, Kay Harai receives referrals and screening support from Washington State Employment Security (ESD), Department of Social and Health Services (DSHS), community based organizations and community colleges. Final candidate selections are based on willingness to learn, friendliness, and a work ethic. Many candidates come from existing work readiness programs offered through community-based organizations.

Positions offered to participants are salon coordinator and hair stylist. Forty hours of paid on-the-job training (OJT), subsidized by Washington State Employment Security, is provided for the first three months on the job. Ms. Hirai takes advantage of available tax credits to defray learning costs and training. To date Studio 904 has hired four welfare recipients of which two remain on the job. Participants have access to a human resources coach and a mentor program. There is also external support through the DSHS case-worker and a community based-organization retention specialist.

Contact Person: Kay Hirai [206.790.1049](tel:206.790.1049)

FACT

Of those who left public assistance at an (1994) hourly wage of \$9.50 or more, 67% were still off welfare three years later.

Contract With a Private Service Provider

Some businesses choose to work through a private service provider—a private entity that acts as the broker between the public welfare system and the employer. These service providers recruit, train, and place recipients with businesses. They provide follow-up services to make sure that job placements are successful. These service providers range from for-profit companies and temporary staffing organizations to nonprofit community-based organizations and local chambers of commerce. Some service providers will charge for this service, while others may contract with the state and therefore offer training and placement free of charge.

See section – IV. *Hiring from Private Service Providers.*

The Boeing Company

The Boeing Company is the world's largest manufacturer of commercial jetliners and military aircraft and is the nation's largest NASA contractor. Worldwide, Boeing and its subsidiaries employ more than 237,000 people.

In the fall of 1997, Boeing provided a grant to Washington Works, a Seattle-based private nonprofit organization, to provide candidate screening, "*Personal Effectiveness Training*," and follow-up case management for the company's welfare-to-work pilot program. Participant referrals for the pilot program were provided by the Department of Social and Health Services (DSHS) and Washington State Employment Security (ESD). Applicant screening was conducted jointly by Washington Works recruiters and Boeing Workforce managers. The Boeing program relied upon the *Personal Effectiveness Training* course, designed and provided by Washington Works, to prepare its participants for entry into the workforce. The four weeks of training focused on expectations, business communication, dependability, and conflict resolution. After completing the training, the participants were placed in a broad spectrum of both salaried (office) and hourly (factory) positions.

Like any new Boeing employee, participants received job-specific training after reporting to their assignments. Boeing hired 32 welfare recipients. After four months of employment, 31 are still on the company payroll.

Program participants receive the Boeing package of health benefits and are eligible for a variety of important services such as counseling and assistance, commuting assistance, family care resources referral, and company-paid education and training programs. In addition, support is provided by volunteer managers and peer mentors who agreed to participate in the program. Both groups are aware of a participant's former welfare status. The Boeing program also includes follow-up retention support services from a Washington Works Case Manager for a period of up to one year from the date of hire.

Boeing Contact: Ruth Dabbs, BCAG Workforce [425.237.4979](tel:425.237.4979)

Washington Works Contact: Jessie Walker [206.343.9731](tel:206.343.9731), ext. 18

Seafirst Bank

Seafirst Bank, a division of Bank of America NT & SA, has over 8,000 associates in the state of Washington. Seafirst's welfare-to-work program began with a need to hire individuals for its proof operation area. From this staffing need and the Bank's senior management's commitment to the welfare-to-work initiative, a partnership emerged between Seafirst, Seattle Goodwill (a private nonprofit organization), Seattle-King County Private Industry Council (PIC), Department of Social and Health Services (DSHS), and Washington State Employment Security Department (ESD).

Seafirst managers and associates worked closely with Seattle Goodwill staff to develop a four-week proof operator training program conducted at Seattle Goodwill using Seafirst-donated proof machines. After classroom training, participants received an additional two weeks paid on-the-job training (OJT) for which Seafirst was reimbursed 50 percent of the salary costs. Funding and referrals came from PIC, DSHS, and ESD.

After successfully completing the training, 14 participants were hired by Seafirst into benefited positions. Their new supervisors were aware of the welfare status as they had been actively involved in developing the training program. In addition to the support provided by the supervisors and language mentors, program participants are eligible for such Seafirst benefits as transportation subsidies, family resource program, employee assistance, and tuition reimbursement.

Seafirst Contact: Jean Lim [206.358.7473](tel:206.358.7473)

Seattle Goodwill Contact: Janetta Nartey [206.329.1000](tel:206.329.1000)

The Puget Sound Electrical Apprenticeship

Puget Sound Electrical Apprenticeship is affiliated with the International Brotherhood of Electrical Workers (IBEW) and the National Electrical Contractors Association. The IBEW is making a concerted effort to recruit women and persons of color into the union and saw this as an opportunity to tap into this pool of applicants. IBEW recruits directly from ANEW—a community-based organization. ANEW provides a five-month pre-apprenticeship training in cooperation with Renton Technical College. IBEW Training Director Bill Bowser visits ANEW classes on a regular basis to help the participants understand the apprenticeship process. Mr. Bowser's program requires applicants to have a GED or high school diploma and one year of high school algebra. Almost all ANEW graduates who apply to electrical apprenticeships have been placed. The apprenticeship program is five years long with starting salary of \$9.03 with benefits. Graduates of the program become licensed journeypeople electricians and starting wages are upwards of \$60,000 to \$70,000 thousand a year. In the last 10 years about 60 women from ANEW have entered the program. There is a trades mentor network and tutoring is offered every other Saturday.

Puget Sound Electrical Apprenticeship Contact: Bill Bowser [206.763.7755](tel:206.763.7755)

ANEW Contact: Gay Kiesling [425.235.2212](tel:425.235.2212)

Xerox Business Services

Xerox Business Services (XBS) is a customer service and document management branch of Xerox Corporation with 450 employees in the state of Washington. Xerox got involved in developing an internal Welfare-to-Work program when XBS Senior VP of US Field Operations attended a White House ceremony where President Clinton called on the private sector to support the Welfare Reform Act. As the fastest growing division in Xerox, XBS is uniquely positioned to take a leadership role in the welfare-to-work movement. Seattle is one of 13 pilot sites that engaged in a national corporate strategic Welfare-to-Work program.

Xerox hired Grant & Associates, a consulting firm to identify local community based organizations that understood their requirements. Xerox then entered in an agreement with Seattle Jobs Initiative; Washington Works; and Puget Sound Personnel which agreed to provide candidates with work-ready training. XBS required applicants to show pride in their work, recognize details, personal integrity, meet customer expectations, have basic PC literacy, and be able to work effectively with others. XBS provided on-the-job Account Ready training and orientation. Positions offered included Equipment Management, Document Management Services, Receptionist, Mailroom Distributions Services, and Fax Clerk. XBS uses an outside agency to process Work Opportunity Tax Credits. To date, SBA has hired nine individuals off welfare and eight remain on the job. Xerox does disclose the participants former welfare status to supervisors. For support services each participant has access to a XBS Welfare-to-Work Focus Person, Community Based Organization Retention Specialist, and an "On-site" buddy.

XBS Contact: Debbie Thompson: [206.515.4566](tel:206.515.4566)

Seattle Jobs Initiative Contact: Anne Keeney [206.628.6970](tel:206.628.6970)

Washington Works Contact: Jessie Walker [206.343.9731](tel:206.343.9731) ext. 18

Puget Sound Personnel Contact: Cathy Ann Mallman [425.562.1231](tel:425.562.1231)

Hire Directly From Public Service Providers

Other companies choose to work directly with the public job training or welfare systems service providers, creating a public-private partnerships. For example, employers may go directly to the local Job Service Centers, *WorkFirst* Offices, Private Industry Councils (PICs), Job Corps Centers, One Stop Career Centers, or other publicly run organizations to hire welfare recipients. Businesses might also go directly to a local social service office for recruitment referrals.

A business choosing to hire directly from the public sector should contact the agency or organization to request referrals or work-ready welfare recipients looking for work.

See section V. *Hiring from Public Service Provider.*

United Parcel Service

United Parcel Service (UPS) is the world's largest package distributions company with over 330,000 employees. UPS is more than half way toward fulfilling the President's challenge to hire 15,000 welfare recipients, having hired more than 8,200 people in 1997 from welfare-to-work.

UPS has found there is no one-size-fits-all template for a successful welfare-to-work initiative, each community has different resources and challenges. As part of its welfare-to-work effort, UPS identifies candidates and provides employment and training in cooperation with Washington State Employment Security (ESD), Seattle Jobs Initiative (SJI), Private Industry Council (PIC) and various community based organizations. The *WorkFirst* workshops prescreen potential applicants, then they go through the regular employment process within UPS. A pre-employment training plan is currently being developed with the PIC. UPS offers opportunities for individuals to move into part-time package handling jobs, starting at \$8.50 to \$9.50 per hour with full medical benefits. To help ensure that the transition to the work force is successful, UPS commits a full-time manager to guide the program and provides mentors to many of the new employees.

UPS does take advantage of available tax credits and works closely with regional transit office to develop transportation option to get to work.

UPS Contact: Rodney Carroll [202.955.3005](tel:202.955.3005)

ESD Contact: JoAnn Hairston [206.720.3020](tel:206.720.3020)

Seattle Jobs Initiative Contact: Anne Keeney [206.628.6970](tel:206.628.6970)

Seattle-King County PIC Contact: Robert Roach [206.448.0474](tel:206.448.0474)

Washington Mutual

Washington Mutual Bank, with a history dating back to 1889, is a financial services company that provides a diversified line of products and services to consumers and small-mid-sized businesses. The company employs more than 22,000 employees in more than 1600 offices throughout the Nation.

Their Telephone Banking Center in Snohomish County started three years ago with 90 employees and is projected to grow to over 330 employees by the end of 1998. Rapid growth and their need for entry-level bankers energized Washington Mutual's staff to expand its non-traditional recruitment efforts. Towards this end, Washington Mutual formed partnerships with state and local agencies who were equally committed to serving the needs of the local communities.

One Partnership is with the Washington State Employment Security Department (ESD) and Department of Social and Health Services. Together they screen and recruit participants who receive 8 weeks of customized call center training at Edmonds Community College. Funding for the program came from the Private Industry Council (PIC) of Snohomish County. The program prepares the students for positions at call centers. Those who complete the program apply for

the open banker positions and go through the regular Washington Mutual hiring process. Bankers earn a starting wage of \$9.20 per hour and receive company benefits, which include health insurance and a child care allowance.

Washington Mutual's Mark Brown, Customer Service Manager, worked closely to develop and implement the pilot program which started in August of 1997. Out of the 23 students who finished the course, Telephone Banking hired 19. To date over 45 people have been hired through the customized training program, of which 42 remain on the job. Washington Mutual also hires individuals directly from the *WorkFirst* workshops, and candidates from the Department of Vocation Rehabilitation and Washington State Services for the Blind.

Vicki Winn, Vice President and Manager, states their hiring programs have been unbelievably successful. Not only do these candidate perform in line with other entry-level bankers, their attendance and overall retention is significantly better.

Not forgetting Washington Mutual's Seattle routes, the program was piloted in its northwest operations. Now, the bank is working to expand this successful program in other areas of the company.

Washington Mutual Human Resources Contact: Monica Chester-Bristow [206.461.2355](tel:206.461.2355)

Telephone Banking Contact: Mark Brown [206.461.4006](tel:206.461.4006)

Snohomish ESD Contact: Rebecca Mulhollen [425.339.5001](tel:425.339.5001)

Snohomish PIC Contact: Kathy KiJulio [425.743.9669](tel:425.743.9669)

Edmonds Community College Contact: Bonnie Barnard [425.640.1366](tel:425.640.1366)

MJL Transport

MJL Transport is a small parcel delivery company with 86 employees in four states, and a separate division in Canada. MJL president Dave Opitz works closely with local Washington State Employment Security (ESD) Tacoma Job Finders program. MJL Transport submits their requirements for employees to ESD, which pre-screens clients and sends qualified candidates to enter the regular interviewing process.

Mr. Opitz looks for candidates who show eagerness to work, have appropriate verbal and writing skills, are physically capable, and have a desire to exceed minimum standards. MJL Transport offers entry level delivery jobs with promotional opportunities. Mr. Opitz only promotes within the company, so each participant has an excellent chance of advancement. The entry level starting pay is \$12.50 an hour with some benefits. ESD subsidizes On-the-job training (OJT) for drivers. Mr. Opitz does take advantage of available tax credits. New hires are assigned a "team-mate" who trains, helps, and gives any future assistance. The participants former welfare status is not disclosed to the supervisor. To date, MJL Transport has hired nine people off welfare and five remain. The first program participant Mr. Opitz hired is still with him after six and a half years, has worked herself into a Vice Presidency position and is now located in Portland, OR; in charge of the Western Region.

MJL Transport Contact: Dave Opitz, President [206.459.7641](tel:206.459.7641)

Tacoma Job Finders Contact: Richard Cheatham [253.593.7372](tel:253.593.7372)

One of the three hiring models discussed in Section III. is private-sector service providers. Private service providers are an efficient method for employers to access work-ready labor. **Many private service providers have significant contacts and experience with both employers and the public sector**, putting them in a unique position to bridge the gap between the private and public sectors. Private service providers present other advantages as well. For example, they:

- Operate like subcontractors by developing a relationship with the company, determining business requirements, and delivering against these requirements. See the Xerox model on page 8 in Section III - *Creating Welfare to Work Hiring Models*.
- Effectively screen clients, perform job-readiness certification and retention services. See the Boeing model on page 6.
- Provide training that addresses job readiness and specific job skills. See the Puget Sound Electrical Apprenticeship model on page 7.
- Prosper or fail on demonstrated performance. It is not uncommon for companies to expect intermediaries to share job placement and retention data before entering into a service contract.

FACT

70% of welfare recipients in Washington stay on welfare for less than two years.

A complete list of services will be published in the ***Puget Sound Providers Guide*** due to be released August of 1998. The guide will map out services available to employers through private service providers in this region. To request a copy of the ***Puget Sound Providers Guide*** please call the Welfare to Work Partnership at: [1.800.USA.JOB1](tel:1.800.USA.JOB1)



Photo by: Tony Gail

There are many public resources at the federal, state and local levels available to [help employers identify, recruit and hire new workers](#) from the welfare rolls. Knowing how to be a partner with agencies and work with them to identify resources can save valuable time in the recruiting, hiring, and training process.

In an ongoing effort to create a more customer-friendly delivery system, the partners in the local, state and federal sector are working together. Two local examples of successful collaboration are the Renton Career Development Center, King County's "One-Stop" center and the Tacoma Empowerment Consortium (TEC.)

Following are descriptions of various federal, state, and local resources available to employers interested in hiring welfare recipients. This information will help employers locate prospective employees as well as joint training efforts, supportive services, and other useful resources.

Washington State Employment Security

Washington State Employment Security Department (ESD) is a part of the *WorkFirst* partnership between public agencies, business, labor and community organizations to help people get off the welfare rolls and onto payrolls. The following services are provided to *WorkFirst* clients:

- Job search workshops: resume preparation, employment applications, telephone and other job search techniques, interviewing skills, job retention information
- Job search assistance and job matching and referral services
- Labor market information
- On-the-Job Training (OJT): business can be reimbursed for up to half of the cost of training; OJTs will include an element of formal training such as classroom training
- Post employment labor exchange services: Post Employment Labor Exchange will be a proactive, high performance job matching process on behalf of employed *WorkFirst* or former *WorkFirst* clients to get them into higher paying jobs. These activities will be conducted from a telephone central location with links to local staff stationed in One Stop centers and community college campuses
- Welfare to Work (WtW) service: Formula grants are provided by the United States Department of Labor for state and local activities that create additional job opportunities for the hardest to employ welfare recipients. Planned services include: job creation through public/private sector wage subsidies, work experience, job readiness and placement, post employment services, mentoring, job retention and support services, occupational skill training, OJT training, basic education and career counseling and job search assistance. See page 10 in section IV. *Creating Welfare to Work Hiring Models*.

Call toll-free [1.888.784.WORK \(9675\)](tel:1.888.784.WORK) for your local *WorkFirst* contact
<http://www.wa.gov/esd> or <http://www.wa.gov/work>

U.S. Department of Labor (DOL) Employment and Training Administration (ETA)

The Department of Labor/ETA provides funding to Washington State and local service delivery areas in the Puget Sound, as well as private entities, to create job and training opportunities for disadvantaged adults and meet the workforce needs of the Puget Sound area employers.

Programs include:

1) *Welfare to Work* (WtW) Program – To enhance the formula grant activity at the state and local level, eligible private entities and others can apply directly to the DOL, in conjunction with the Private Industry Councils (PICs), for competitive grants to help transition the hardest to employ welfare recipients onto jobs. Some activities that these funds can support are:

- Job creation through public/private sector wage subsidies
- Work experience
- Job readiness and placement
- Post employment services
- Mentoring
- Job retention and support services

2) The Job Training Partnership Act (JTPA) – Funds are provided to Washington State and local areas, including Puget Sound, for job training and related services to economically disadvantaged adults and youth, including welfare recipients, as well as dislocated workers who face significant employment barriers. Although TANF and WtW are grounded in the *WorkFirst* philosophy, both programs acknowledge the necessity for training in some circumstances after a welfare recipient becomes employed. At this juncture, coordination with JTPA is important. JTPA services can include:

- Occupational skills training
- Rapid response to mass layoffs/business closings
- On-the-Job (OJT) training
- Basic education
- Career counseling and job search assistance

DOL Region X Contact: Chris Cremer [206.553.5642](tel:206.553.5642) ext. 8031

<http://wtw.doleta.gov> or <http://www.reg10.doleta.gov>

The Private Industry Councils

Locally, access to DOL funded services described above is through the local Private Industry Councils (PICs). The Councils are business-led organizations that operate and administer the WtW program as well as continue to guide and oversee JTPA services designed specifically to meet the local needs of the Puget Sound area. Membership includes representatives from business, education, organized labor, rehabilitation agencies, community based organizations, economic development agencies and the public employment service. With the availability of TANF, WtW and JTPA services funds in the Puget Sound, the state and the PICs, with local elected officials, will continue to build and maintain broad partnerships, including community based organizations, in order to maximize coordination of services and leverage all resources in the delivery of seamless services to employers and job seekers alike.

Seattle-King County Contact: Robert Roach [206.448.0474](tel:206.448.0474) www.skcpic.org

Snohomish County Contact: Kathy DiJulio [425.743.9669](tel:425.743.9669)

Pierce County Contact: Linda Nguyen [253.591.5810](tel:253.591.5810)

Department of Social and Health Services

The Department of Social and Health Services (DSHS) is working with labor, public agencies, private business and community organizations to move adults toward employment. They are building partnerships with communities to provide support that results in long term employment. Their philosophy is that work provides the best opportunity for families to raise their income levels and leave poverty.

DSHS and *WorkFirst* participants share responsibility. Each participant is responsible for moving as quickly as possible into the world of work. The state is responsible for providing the tools and supports needed for participants to get and keep jobs and to advance in the labor market. DSHS provides the following support services:

- Up to 60 months of grant subsidy
- Food stamps and medical benefits
- Intensive case management—removing barriers to employment
- Wage subsidies to employers to act as an incentive to hire and train low skilled workers
- Support services include: transportation assistance, work related tools, work related clothing, assistance for work related fees and subsidized child care
- Post employment services to include: job retention support, wage progression and work based learning opportunities

King County Contact: Rick Krauss [206.298.4417](tel:206.298.4417)

Pierce County Contact: Dot Campbell [253.593.5498](tel:253.593.5498)

Snohomish County Contact: Ann Blanchard [425.339.3922](tel:425.339.3922)

<http://www.wa.gov/dshs/WorkFirst/index.html>

The Department of Community, Trade and Economic Development

The Department of Community, Trade and Economic Development (CTED) provides an array of support services for *WorkFirst* implementation. Many of CTED's programs provide both expertise and funding in support of *WorkFirst* goals. Services offered by CTED include:

- Job creation and retention services such as business recruitment and expansion, finance and loan assistance, manufacturing modernization and local economic development support
- Family development and support services for Temporary Assistance to Needy Family (TANF) participants included Early Childhood Education (ECEAP), Community Jobs, crime victims services and advocacy, emergency food, energy and food assistance, and affordable housing support and development
- Childcare, business development, and facilities funding through technical assistance to employers and communities interested in expanding child care to TANF recipients
- Once a business recruitment or an expansion reaches the stage when an entry-level workforce training program can link TANF recipients to jobs, CTED staff coordinates with Employment Security and community colleges to create jobs for *WorkFirst* participants
- Community Jobs Initiative which supports temporary paid work experience and training for *WorkFirst* clients by using the TANF grant to pay wages for jobs in non-profit, local-government or tribal agencies

WA State CTED Contact: Paul Knox [360.586.8973](tel:360.586.8973)

<http://www.wa.gov/cted/>



Photo by: Mike Hipple

Washington State Community and Technical Colleges

Washington State has 32 community and technical colleges. Once welfare clients enter the workforce, the community and technical colleges have tuition money specifically earmarked to advance their skills. Business can work in partnership to upgrade their employees skills at the place of business or at their nearest community or technical college. Community and technical colleges offer convenient and low cost:

- Job training and retraining
- Basic education, remedial instruction, and English as a second language (ESL)
- Vocational education
- Academic transfer courses
- Customized business training

To learn more about training opportunities contact your local community and technical colleges directly.

WA State Board for Community and Technical Colleges Contact: Mike Porter [206.870.3739](tel:206.870.3739)
<http://www.sbctc.ctc.edu/>

U.S. Small Business Administration

The Small Business Administration (SBA) offers tool kits and a toll-free number to help small firms access information about available tax credits and welfare-to-work services. Since small business represents the largest potential source of jobs for public assistance recipients leaving the welfare rolls, it is critical that welfare recipients are linked to small business employers.

With its extensive network of field offices and resource partners, and its direct relationship with small business and their organizations, the SBA plays a crucial role in the welfare-to-work effort.

Western Washington SBA Contact: Carol McIntosh [206.553.7315](tel:206.553.7315)

National hotline: [1.800 U ASK SBA](tel:1.800.U.ASK.SBA) E-mail: welfaretowork@sba.gov

Until recently, welfare-to-work efforts have focused on job placement. However, between 25% and 40% of those who left welfare for work returned to welfare within a year. One study in Chicago found that 57% of the participants lost their first job within six months. In a Washington State survey, the turnover rate for those who had been employed was 76%. Experience and research suggests that it is equally important to consider job retention.

The cost of hiring and training replacement employees can be staggering. According to the *Journal of Accountancy*, a employer may spend as much as 15% of the first year's salary to recruit, hire and train an new employee.

A study sponsored by Washington Works and Antioch University identified the services which are most likely to keep single working parents on the job. Participants named career planning, education, daycare planning, wardrobe, housing, insurance, medical assistance and parenting support as the areas that would improve effectiveness on the job. To reach long-term goals, financial planning was added to list of needs.

Other studies found that clients were reluctant to use some services made available by their welfare case manager because they did not want others to identify them as welfare recipients. In the local research, participants indicated that the two preferred sources were an employment-assistance program or another working parent/mentor. This suggests that new hires do not want to be identified as needing "extra" help. Support that comes through an employee assistance program is available to anyone. Assistance from another working parent or mentor is a relationship—the normal workings of business.

Another consideration is the time and place services are made available. Workshops, training, and other program components are often scheduled at the convenience of the employer or the provider. These clients indicated that the most convenient time and place for meetings or workshops was after work hours at a location close to home.

Implications for Employers

In order to successfully hire and retain former welfare recipients, employers should be prepared to offer support. For example, employers could investigate *WorkFirst* transition benefits. According to one study, the average annual cost for an internal employee-assistance program in the western United States was \$25 per employee. The financial incentives described in Section II would subsidize an expanded employee-assistance program. It is important to consider the convenience of a single parent when planning where and when to provide services.

Research contact: Candace Sorenson [206.720.1737](tel:206.720.1737)

Financial Incentives for Retention

There are financial incentives that may not be specifically targeted to disadvantaged workers, but may help increase the employment retention for all workers.

1) Advance Earned Income Tax Credit

Employers can increase their employees' take home pay at no cost by giving eligible employees part of their earned income tax credit with their pay and subtracting the payments from withheld payroll taxes.

Eligible employees who want the advance EITC with their pay must complete and sign a current year IRS Form W-5. IRS *Circular E, Employer's Tax Guide* (pub. 15) can help employers figure the amount of advance EITC to include on the employee's pay. Advance EITC payments are subtracted from the employer's employment tax return (IRS forms 941 or 943, whichever applies.)

Contact: Ann Smiley [206.220.5766](tel:206.220.5766)

2) Dependent Care Assistance Program (DCAP)

Employers can help make child care affordable for their employees by participating in this program. DCAP allows employees to set aside up to \$5,000 of pre-tax earnings to pay child care expenses for children under 13.

The amount withheld is not subject to federal, state, and social security taxes. Employers can set up a DCAP program by contacting an accountant or employee benefits consultant. Employers save money since they do not pay social security taxes on the amounts employees choose to withhold.

Contact: Larry MacMillan [360.586.3023](tel:360.586.3023)

3) Ride Share B&O Tax Credit

Employers in Washington State that provide employees with subsidies that reduce commute trips, including bus passes or parking for pool cars may claim a business and occupation tax credit of up to \$60 per employee per year. Employers may claim up to 50 percent of the employee commute trip reduction subsidy payment (30 percent for two-person car pools.) Employers claiming the credit should submit the DOR Ride Share Credit Reporting Schedule with their quarterly B&O tax payment.

Contact: Steve Bren [360.664.2202](tel:360.664.2202)

4) Washington Drug-Free Workplace Program

Employers looking to save money on their worker's compensation premiums can receive a five percent discount for up to three years by receiving state certification as a drug-free workplace. Certification requirements include alcohol/drug testing for job applicants, a commitment not to terminate an employee solely based on a first positive drug/alcohol test, establishment of an approved employee assistance program, and provision of supervisory training and employee education.

Contact: Henry Govert [360.438.8092](tel:360.438.8092)

5) Wage-subsidy Program

Washington State is currently working on a wage-subsidy program.

Community Resources to Support Retention

Community resources are available to support employers in addressing issues such as child care and transportation.

1) Washington State Child Care Resource & Referral Network

Washington State CCR&RN is made up of seventeen locally based programs that make up the network. CCR&RN's mission is to improve the quality, quantity, accessibility and affordability of child care for all families in Washington. The Network achieves this by:

- Familiarizing local business leaders with the need for child care benefits and the options available
- Contracting with employers to provide resource and referral as an employee benefit
- Collecting and disseminating information regarding the supply and demand for child care
- Providing parents with regularly updated information
- Recruiting, training and supporting licensed child care providers

WA State: [1.800.446.1114](tel:1.800.446.1114)

E-mail: childcarenet@childcarenet.org

King County: Pam Okeson [206.461.3213](tel:206.461.3213) ext. 208

Snohomish County: Lorrie Milford [425.259.3191](tel:425.259.3191)

Pierce County: Elizabeth Bonbright Thompson [253.383.1735](tel:253.383.1735)

2) Washington State Transportation Referral

King, Pierce, and Snohomish counties all offer a wide range of products, programs and services to support employers in employee transportation programs. Available programs include:

- Transit
- Vanpool
- Carpool
- Commute Trip Reduction (CTR) programs
- King County Job Seeker Transportation Program
- King County Transportation Partnerships

King County Department of Transportation – Bob Flor [206.684.1611](tel:206.684.1611)

Pierce County Transit – Sharon Stockwell [253.581.8112](tel:253.581.8112)

Snohomish County Transit – Bob Throckmorton [425.348.7114](tel:425.348.7114)



Photo by: Tony Gail

Welfare to Work...A Good Fit For Business

In today's tight employment market, employee retention means everything. Business has learned that with planning and commitment, welfare-to-work programs lead to a more stable workforce. Several businesses have shown that, with the right mix of benefits, job readiness and skills training, there is actually better job retention with welfare-to-work hires than with employees hired through other channels.

The Puget Sound business community is a valuable partner in designing local welfare-to-work job readiness, job placement and job retention strategies. The Welfare to Work Employers' Forum follow-up committee needs your input on developing skill standards and available jobs. As employers in Washington are called upon to support the state's *WorkFirst* program, *you* have an opportunity to make a long-term impact by providing meaningful work to those who must get off welfare and join the workforce. By effectively creating a partnership between state agencies, community-based organizations and the company, welfare recipients can be offered a chance to build a future for themselves and their families.

A Local Business Network

Welfare to work starts with partnership. The Welfare to Work Employers' Forum has created awareness in all three counties for employers willing to enter The Welfare to Work Employers' Forum follow-up committee. In an effort to engage the business community, government agencies, community based organization, and labor representatives have created a coordinated outreach strategy. These entities bring different resources to ensure the services you need are available. Results of public/private partnerships in welfare-to-work prove the benefits go in both directions. The Welfare to Work Employers' Forum follow-up committee recognizes that many businesses may need help hiring people off public assistance.

Benefits of Membership

- Governor's toll-free *WorkFirst* number for employers - [1.888.734.9675](tel:18887349675)
- Employers' Forum Homepage at <http://www.wa.gov/esd/eforum>
- *Puget Sound Blueprint: A Good Fit For Business*
- Employer Roundtable Discussion Summary
- Employer directory network of participants
- Welfare to Work Employers Forum Puget Sound Partner Report - September 1998
- Puget Sound Providers Guide: a comprehensive list of service providers - August 1998

The National Welfare to Work Partnership

The Employers' Forum Partnership also serves as a link to businesses interested in participating in the national welfare-to-work movement. Our national partner, The Welfare to Work Partnership, based in Washington DC is an independent, nonpartisan, national effort of the American business community to help move those on public assistance into jobs in the private sector. As of May 1998, the Partnership has more than 5,000 Business Partners representing more than 10 million employees nationwide. Almost 80 percent of Business Partners have fewer than 250 employees. There are no dues or fees to participate and be recognized. The Partnership provides a website, a toll-free number, written publications and more.

1250 Connecticut Avenue Northwest, suite 610
Washington, D.C. 20036

1.888.USA.JOB1 www.welfaretowork.org



Photo by: Tim Warner

Welfare to Work Employers' Forum—Business as an Active Partner Options Sheet

The Employers' Forum follow-up committee would like to provide your business with the resources needed to assist you in designing and implementing successful welfare-to-work programs. Please complete the form and send it to:

ESD – Welfare to Work Employers' Forum

**2106 Second Avenue
Seattle, WA 98121-2208**

1.888.734.9675 Fax 206.553.7066

E-mail: *esdpsro@wln.com*

Company/Business Name _____ (circle one) For-profit Non-profit

E-mail Address _____ County _____

Primary Contact Person _____ Title _____

Industry/Product/Service _____

Address _____

City _____ State _____ Zip _____

Telephone _____ Fax _____

Corporate Website _____ # of Employees _____

Type of company/product/service _____

of Locations _____ In which WA State counties do you have locations _____

PLEASE REVIEW THE FOLLOWING OPTIONS

- ☐ Yes, My business has hired or is willing to hire at least one person from public assistance without displacing current employees.

Materials developed for Welfare to Work Employers' Forum

- ☐ Send me a copy of the *Puget Sound Blueprint for Business* that provides business-to-business tips on building quality welfare-to-work programs
- ☐ Send me a copy of the *Puget Sound Providers Guide* due to be available August 1998

Put me on the invitation list for:

- ☐ Future employer follow-up roundtable discussion
- ☐ Participating in job fairs
- ☐ Participate in conference follow-up activities

My company is willing to:

- ☐ Have someone contact us to explore the possibility of creating a welfare-to-work program
- ☐ Host workplace tours
- ☐ Mentor another business seeking to hire individuals from public assistance
- ☐ Share a success story

Other topics I would like to learn more about are: _____

Information will be shared with the Employers' Forum follow-up committee to ensure your satisfaction.